

# Regional Board Strategic Priorities 2019-2022

2020 Update



[rdco.com](http://rdco.com)

# Message from the Chair

This document sets out four priority areas that will continue to guide the RDCO's work during the rest of our term until 2022.

These priorities were initially developed by the Regional Board at the beginning of our term and have now been refined to focus projects during 2021 and 2022.

Environment

Economic Development

Sustainable Communities

Transportation and Mobility

Taken together, these priorities reflect the Board's sense of future challenges and opportunities, and speak to a shared vision for the Central Okanagan as a vibrant and resilient region. Each priority has an explanation, success measures and accompanying actions. The Board's vision, mission and values are also featured with an emphasis on collaboration among municipal members, the syilx/Okanagan people and other partners.

Recognizing that 2020 was an unprecedented year in local government and across our community, the priority areas remain relevant. When we identified Economic Development as a priority, we could not have guessed that the solid work done by our Economic Development Commission would be required to support the business community as the pandemic was declared. Nor that our Environment success measure of enabling an increase in parks space available to residents would meet an



Gail Given

immediate community need. We opened Goats Peak Regional Park in a time when almost half our residents reported using parks and open spaces more often as the coronavirus curtailed many other community activities. Our Board priorities seem to hold even greater weight today.

As the pandemic continues to evolve, the Board will also review the completion of priority work during the rest of the term. This provides an opportunity to highlight achievements and challenges, as well as measure annual progress.

*Recognizing that 2020 was an unprecedented year in local government and across our community, the priority areas remain relevant.*



# The Regional Board 2019-2022

The Regional District of Central Okanagan (RDCO) includes two unincorporated Electoral Areas of Central Okanagan East and Central Okanagan West, along with the member municipalities of the City of Kelowna, the District of Lake Country, the District of Peachland and the City of West Kelowna.

The Regional District Board of Directors includes 13 elected and appointed representatives from the Electoral Areas and member municipalities. In addition, Westbank First Nation Council appoints a non-voting representative.

## Regional Board Members



**Gail Given**  
Chair  
Councillor, City of Kelowna



**Gord Milsom**  
Vice-Chair  
Mayor, City of West Kelowna



**Colin Basran**  
Mayor, City of Kelowna



**Cindy Fortin**  
Mayor, District of Peachland



**James Baker**  
Mayor, District of Lake Country



**Wayne Carson**  
Director, Central Okanagan  
West Electoral Area



**Mark Bartyik**  
Director, Central Okanagan  
East Electoral Area



**Maxine DeHart**  
Councillor, City of Kelowna



**Charlie Hodge**  
Councillor, City of Kelowna



**Brad Sieben**  
Councillor, City of Kelowna



**Luke Stack**  
Councillor, City of Kelowna



**Loyal Wooldridge**  
Councillor, City of Kelowna



**Stephen Johnston**  
Councillor, City of West  
Kelowna



**Jordan Coble**  
Councillor, Westbank First  
Nation (non-voting)  
Appointed Nov. 2019

# About the RDCO

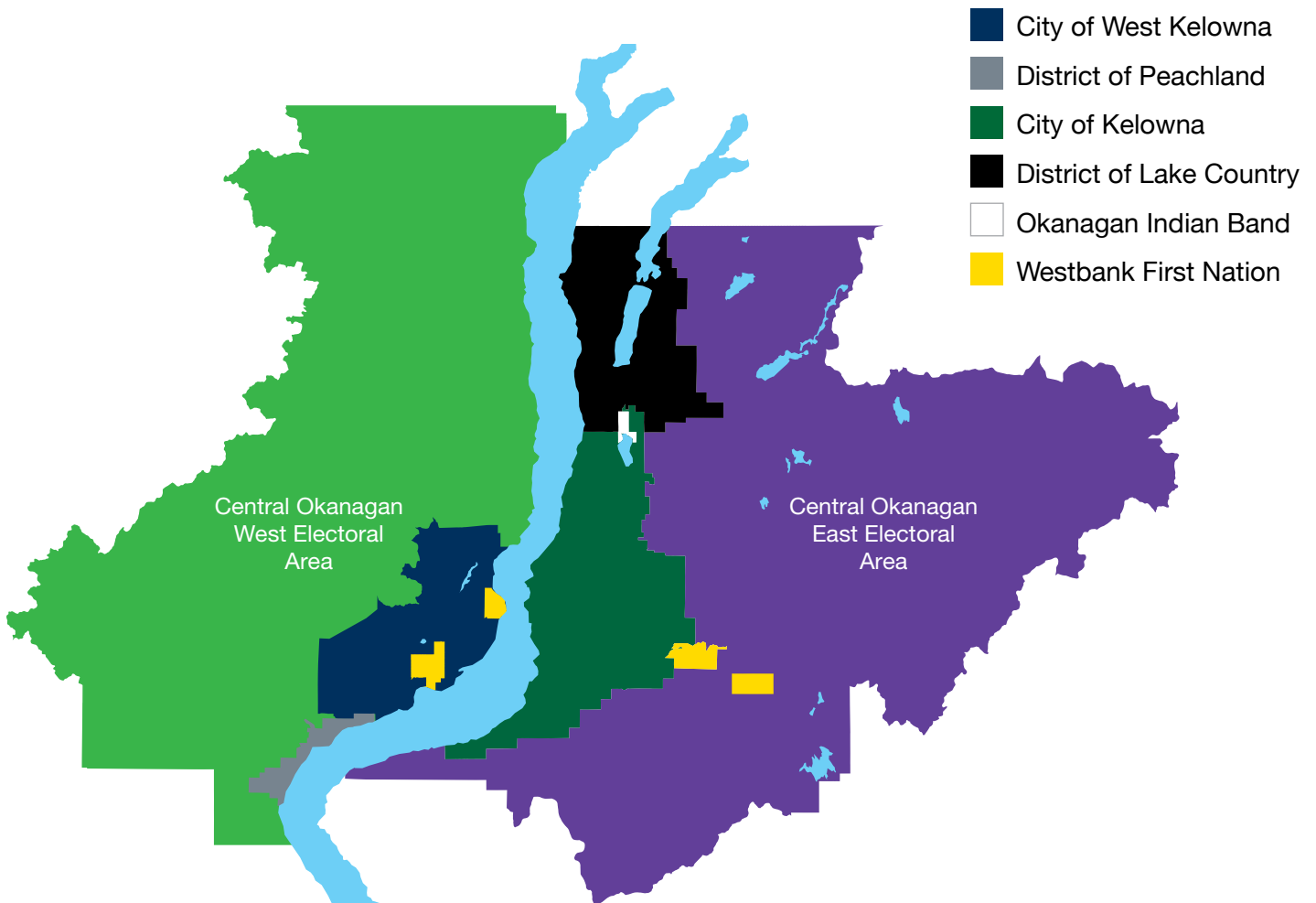
The RDCO is located in the picturesque Okanagan Valley in British Columbia's Southern Interior. The RDCO covers over 314,000 hectares that straddle the shoreline of Okanagan Lake. Over 194,000 people call the region home, making it the third largest urban area in the Province.

The region is diverse, including thriving urban centres and vibrant rural communities, nestled between orchards, vineyards and agricultural lands. Set against the backdrop of surrounding mountains and the pristine Okanagan Lake, this alluring geography attracts over 1.9 million visitors annually and is a popular destination for a wide range of businesses.

As a form of local government unique to BC, the Regional District provides services such as recreation, community park facilities, fire protection and garbage collection to homes and businesses located within the Electoral Areas.

The RDCO is also responsible for a wide range of regional services such as 9-1-1, dog control, parks and waste reduction for both the Electoral Areas and the member municipalities.

In addition, the RDCO provides wastewater treatment services for the City of West Kelowna, District of Peachland and Westbank First Nation.



# What Inspires Us

## Vision

The RDCO is a vibrant and resilient region, characterized by interconnected urban centres, robust rural communities and a stunning natural environment.

Member municipalities and Electoral Areas work together in a spirit of respect and collaboration, to address shared needs and pursue joint opportunities.

The syilx/Okanagan people are true partners, helping to interpret the past, shape the present and define a common future.

Citizens across the region are engaged in governance and invested in efforts taken to strengthen the broader community.

## Mission

The RDCO brings together member municipalities and Electoral Areas to plan for the future by identifying shared needs and opportunities, and by delivering cost-effective services.

## Values

### Relationships

We build strong relationships with our member municipalities, the syilx/Okanagan people and partners.

### Collaboration

We seek opportunities to partner with others in addressing shared needs and pursuing common interests.

### Regional Perspective

We recognize the broader regional community and the importance of a regional perspective in planning and service delivery.

### Transparency

We are open and transparent in our decision-making and actions.

### Resiliency

We anticipate, prepare for and adapt to challenges and changing circumstances.

### Good Governance

We develop practical and innovative solutions based on evidence and analysis.

# How We Organize for Success

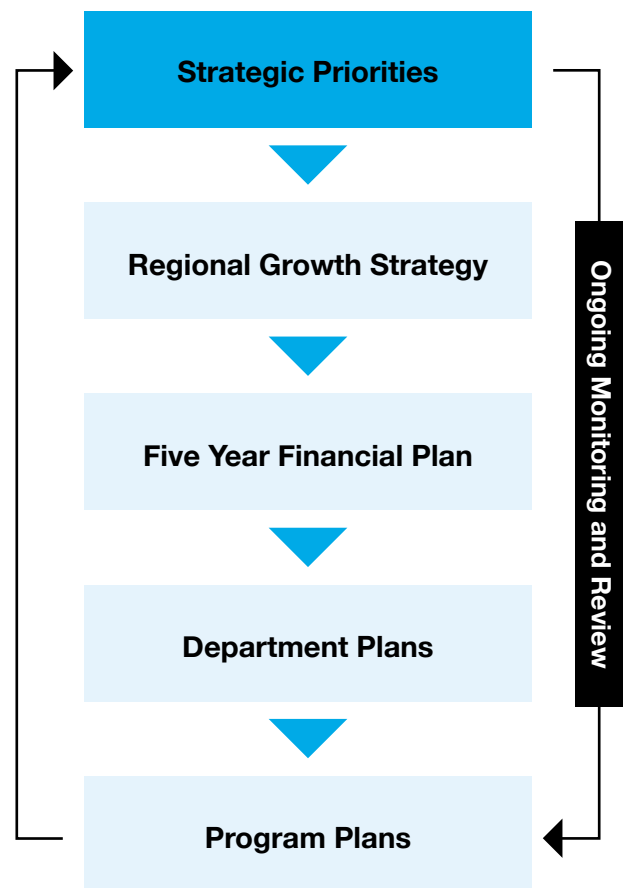
Delivering on our strategic priorities requires organizing for success.

## Our Commitment...

- Identify and respond to the needs of the public within the bounds of the RDCO's mandate to improve the quality of life for those living in the Central Okanagan. Provide solutions that consider competing interests and community expectations with the safety and health of residents as a paramount consideration.
- Communicate and work effectively with other governments (federal, municipal, provincial, First Nations, agencies, etc.) through an exchange of opinions, information and cooperation.
- Be accountable to the Board for the day-to-day affairs of the corporation, in a responsible and proactive manner to ensure the Board vision is realized.
- Continue to provide RDCO employees with a safe workplace and challenging career opportunities for a meaningful contribution, as well as personal and professional growth.
- Work together with suppliers and contractors to reach fair and mutually advantageous arrangements.

## RDCO Strategic Priorities and Plans

The 2019-2022 Strategic Priorities document outlines our mission, vision, strategic priorities, implementation and progress measurement including key actions required over the next four years. All other plans and activities follow the direction provided by the Regional Board's priorities.



*Identify and respond to the needs of the public within the bounds of the RDCO's mandate to improve the quality of life for those living in the Central Okanagan.*

# Strategic Priorities at a Glance

## Setting Our Priorities

RDCO's strategic priorities, developed by the Regional Board, speak to important goals, services and needs on which the Board wishes to focus the organization's attention and resources. The priorities, summarized in the accompanying table, form the backbone of the document. Success measures and actions identified for each priority are outlined further in the following sections to provide more detailed definition and direction.



## Priorities Table

### Environment

We will initiate and support efforts to reduce our environmental footprint, adapt to climate change and connect with nature.

### Economic Development

We will support economic development through the efforts of the Central Okanagan Economic Development Commission, municipalities, silyx/ Okanagan people and others aimed at building the regional economy.

### Sustainable Communities

We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy a high quality of life with access to safe neighbourhoods including a diverse range of housing options.

### Transportation & Mobility

We will promote transportation and land use approaches that enhance movement throughout the region and reduce our collective reliance on vehicles.



# Environment

## What It Means

We will initiate and support efforts to reduce our environmental footprint, adapt to climate change and connect with nature.

## How We Measure Success

RDCO's Solid Waste Management Plan, Regional Floodplain Management Plan, Integrated Watershed Management Plan and Regional Park Management Plans are in place to guide and coordinate the efforts of the Regional District, its member municipalities and partners.

Through these plans and the actions listed below, we will see:

- A reduction in per capita waste generation.
- A reduction in new construction in higher risk floodplain areas.
- An increase in the number of hectares of regional park available for use by residents.

## What We Will Do

RDCO is well positioned as the regional governing body to study, provide guidance on and undertake regional initiatives to address environmental issues affecting all jurisdictions in the Central Okanagan.

In collaboration with others such as the Okanagan Basin Water Board, we will develop the strategies, plans and actions required to protect our



watersheds, care for our lakes and maintain foreshore areas. We will also work with partners and other levels of government to manage our solid wastes, address dangers from flooding and enhance the region's ecosystems.

Specific actions for RDCO this term include:

- Exploring waste-to-energy opportunities and supporting the Federal program for the reduction of single-use plastics.
- Completing Phase III of the Regional Floodplain Management Plan and developing flood hazard mapping.
- Using data from 2020 Climate Projections for the Okanagan Region for asset management and project planning to mitigate climate impact.
- Investing in infrastructure required to enable greater access to Regional Parks in order to allow people to learn about and connect with our natural environment.



# Economic Development

## What It Means

We will support economic development through the efforts of the Central Okanagan Economic Development Commission (COEDC) and its partners to identify new and emerging opportunities on which to build the future prosperity of our community.

## How We Measure Success

We will see an enhanced environment for small and medium enterprise stability or growth, as well as an increased awareness of the Central Okanagan as a destination for entrepreneurs, workforce, students and families.



## What We Will Do

The RDCO through the COEDC service will identify economic challenges and opportunities and determine strategies and actions aimed at fostering the Central Okanagan's long-term economic prosperity.

Through its Advisory council, the COEDC ensures the perspectives of industry, local government, the syilx/Okanagan people and other partners are represented in strategic discussion. The objectives and goals of the 2020-2025 Strategic Plan reflect these perspectives.

Specific actions for RDCO this term include:

- Completing an Economic Base Analysis to fully understand the COVID-19 impact on the Central Okanagan economy, including its gaps and opportunities for recovery.
- Creating and connecting businesses to resources, tools, business development programming and market information. Facilitating regional and partnership-driven approaches to investment readiness.
- COVID-19 response and recovery activities including coordination of the Response Action Team, support and promotion of "Buy Local" initiatives, coordination of Industry Roundtables to understand industry impacts and future recovery needs.
- Advocating to the BC government for access to economic climate data (e.g. labour market intelligence).

# Sustainable Communities

## What It Means

We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy access to a diverse range of housing options, remain safe in the face of emergencies and experience a high quality of life.

## How We Measure Success

The Regional Housing Strategy is completed and endorsed and is used to guide land use, policy and development decisions across the region. We will see an increasing range of housing options required to meet growing demand.

We continue to see a regionally supported Emergency Operation Centre with contributions from all our member municipalities and Westbank First Nation.

## What We Will Do

### Housing

RDCO's contributions to the provision of housing will take the form of advocacy and facilitation

The RDCO is ideally placed to convene discussions, outline innovative housing solutions and create best practices to inform local development policies and building standards.

Specific actions for RDCO this term include:

- Completing a Regional Housing Strategy building on the housing needs assessment completed in 2019.



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- Developing best practices to encourage housing innovation and the adoption of sustainable building standards (e.g., BC Energy Step Code).
- Expanding the Regional Planning Lab initiative to identify common needs and opportunities for collaboration.

### Safe Communities

The RDCO will protect communities through the highly recognized Regional Emergency Management Program in collaboration with the member municipalities and Westbank First Nation.

Specific actions for the RDCO this term include:

- Advocating to the Province to review Okanagan Lake levels to reduce the risk of flooding.
- Planning safe emergency evacuation routes in high risk areas.
- Advocating to the Province to establish a province-wide 9-1-1 levy on cell and wireless services.

# Transportation and Mobility

## What It Means

We will promote transportation and land use approaches that enhance movement throughout the region and reduce our collective reliance on cars.

## How We Measure Success

The Regional Transportation Plan is used to guide the infrastructure investments, policy initiatives and transportation service decisions of our member municipalities, the syilx/Okanagan people and partners.

Regionally, we will see the transportation mode share, shift from single occupant vehicles to other more sustainable options such as transit, cycling, walking and carpooling / ride sharing.



## What We Will Do

Regional planning is critical in improving connections and ensuring residents have transportation options to significant work and community hubs across the region.

Through the Regional Growth Strategy and the Regional Transportation Plan, we are able to help shape transportation decisions in ways that achieve greater mobility and benefit the whole region. As a regional governing body, we are well positioned to develop ideas, spur others to action and advocate on behalf of the Central Okanagan for necessary resources and change.

Specific actions for RDCO this term include:

- Forwarding a proposal to Central Okanagan partners to establish a new Regional Transportation function.
- Supporting planning initiatives as outlined in the Regional Transportation Master Plan.
- Strengthening the linkage between land use and transportation in the Regional Growth Strategy.

*Regionally, we will see the transportation mode share, shift from single occupant vehicles to other more sustainable options such as transit, cycling, walking and carpooling.*





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